

**THE CONTRIBUTION OF HUMAN RESOURCES MANAGEMENT IN THE  
PERFORMANCE AND SUSTAINABILITY OF NON-GOVERNMENTAL  
ORGANIZATIONS: A CASE STUDY OF SELECTED ORGANIZATIONS**

**PENIELA WILSON**

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**CERTIFICATION**

The undersigned certifies that he has read and hereby recommends for acceptance by the Open University of Tanzania a dissertation titled: **“The Contribution of Human Resources Management in the Performance and Sustainability of Non-Governmental Organizations: A Case Study of Selected Organizations”** in partial fulfillment of the requirements for degree of Master of Business Administration (MBA) of the Open University of Tanzania.

.....  
Dr. Salvio E. Macha

(Supervisor)

.....  
Date

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## DECLARATION

I, **Peniela Wilson**, do hereby declare that, this dissertation is my own original work and that it has not been presented and will not be presented to any other University for a similar or any other degree award.

.....

Signature

.....

Date

**DEDICATION**

I dedicate this work to my late beloved parents, my Dad, Wilson Kimaro and my loving Mum Martha Mandao for laying the foundation of my education. Without their love and sacrifices they made towards the fulfillment of my education I would not be who I am today.

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## **ABSTRACT**

This study assessed the contribution of Human Resources Management in the performance and sustainability of Non-Governmental organization, the study was governed by the resource based theory in line with other Human resources principle. The research was conducted in Dar es Salaam city, aiming at determining the contribution of Human resources management in the performance and sustainability of NGOs. The study employed a mixed method approach where 60 questioners were distributed to respondents in the three selected NGOs, also interview and discussion was conducted at the end data was analyzed using Descriptive analysis method found in SPSS. The findings of the study have revealed that 86% of respondents argue that there is great relationship between active Human Resources Management and performance and sustainability of the NGOs. Respondents argue that strategic planning; clear elaborated policies and organizational vision, mission and values, reward management, Human resources planning, Human resources development as well as developing strategies for internal funding contributes to the performance and sustainability of the organization (NGOs), whereas the absence of it bring about organization underperformance and fail to prevail. From policy implication point of view, it is being recommended that in order to boost up the performance and sustainability of NGOs then NGOs should change the way of thinking and try to develop the mechanism that would assist in raising the internal fund and stop depending totally on the external factors. But also the government should formulate good policies that would reflect the growing industry of NGOs since it also helps in eradicating social problems facing the communities as well as provides a wide range of employment.

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## **CHAPTER ONE**

### **INTRODUCTION**

#### **1.1 Background of the Study**

Human Resources (HRs) are being considered as one of the valuable asserts that organizations possess to accomplish the organizational goals. In the words of Batti (2014) People are an important aspect in all social organizations and from the perspective of the organization, people are resources and organizations cannot exist without them. The importance of people is immense as they support development of the organization's objectives and achievements for which NGOs are recognized.

Hence there forth, the effective management and utilization of HRs will probably lead to the performance and sustainability of Non-Governmental Organizations (NGOs) as Sokkie (2013) comments that "The importance of Human Resources (HR) in an NGO as a means of ensuring sustainable growth for an organization cannot be overemphasized, as it is the fundamental strength upon which people; strategies, processes and operations are based. Therefore this study will assess the contribution of human resources management in the performance and sustainability of nongovernmental organizations, most specifically in Tanzanian Environment.

This chapter provides the background to the research problem to shed luminosity the contribution of human resources management to the performance and sustainability studies in Tanzania and across the global. The statement of the research problem, the research objectives, significance, scope of the study and limitations are presented in this chapter.

Across the globe many studies have been conducted to recognize the contribution of HRs towards organizational performance and sustainability of organizations. Studies done in Sweden by Schaltegger and Wagner (2006) raises a vital question on managing sustainability as its activities may result in establishing a parallel organization within the company dealing with non-economic issues and Measuring non-economic aspects of performance. Epstein, (2008) also indicates that the management is increasingly asking how companies can improve sustainability performance, and, more specifically, how they can identify, manage and measure the drivers of improved sustainability and the systems and structures that can be created to improve performance measurements.

Nevertheless, one of the Scottish researchers Mockie (2008) conducted a research in a Scottish government analyzing the performance management in Scottish government and the concept of sustainability in government entities and non-government organizations. In their literature review report it is inter alia noted that, Organizational performance management can serve sustainability where it achieves its key objectives of enhancing the performance of governments in the attainment of its policy objectives and keeping the electorate and key stakeholders satisfied.

Looking in the NGOs perspective, Ramadan & Borgonovi (2015) in Italy conducted a research in performance measurement and management in non-government organization. Their process requires a comprehensive understanding of how performance is managed and measured by NGOs and what aspects of performance lead to successful financial performance, efficiency and effectiveness. Whereas, in this current paper the researcher prefers to go further and assess the contribution of



Human Resources Management in the performance and sustainability of NGOs. In African context, nongovernmental organizations have been considered to play a vital role in boosting development by helping the government to implement and enhance its policies. The term nongovernmental organization in this context can be understood in its categorization such as civil societies organizations (CSO) covers, in this report, formal and informal structures that are Formed by groups of individuals outside the state framework in order to pursue a particular cause they believe in while the term NGO is used only if it specifically refers to registered, institutionalized non-governmental organizations (Civicus, 2011).

In the last several years, there has been an increasing role of NGOs in the economy in both developed and developing economies. NGOs are effective change agents in socio- economic sectors and international development having evolved from ‘relief and welfare’ to ‘sustainable development systems’, (VanSant 2003; Liston, 2008). Nevertheless, regardless the recognition of the vital role played by these local NGOs, many of the lack sustainability and mostly of them eventually die as commented in the study of Bujra and Adejumobi (2002) that majority of them rely on external donor funding thus they do not have independent sources of funding. Most are very dependent on external donor funding, which raises questions about their sustainability, and the impact of donors on the NGOs agenda and leadership.

In the recent years, Tanzania National NGO coordination which saves for Ministry of health, Community Development, Gender, Elderly and Children announced to revoke the registration of 100 NGOs which took effect immediately on 30/03/2016 due to various reasons among other thing being failure to comply with ministry regulations,

failure to pay annual fees, failure to meet their target and natural death, the fact which in Human Resource Management (HRM) can be connected with poor performance management of HRs and lack of sustainability plan of these non-governmental organizations. Hence there forth, the current study wishes to cut across the gap by assessing the contribution of human resources management in the performance and sustainability of nongovernmental organizational especially the local NGOs in Tanzania.

## **1.2 Statement of the Problem**

The concept of Human resources management has been left aside by NGOs for years. This in turn leads to poor performance and un-sustainability of many NGOs alongside their programs or projects. Studies show that over many years ago, non-governmental organizations (NGOs) have been always stuck in some concepts such as inputs, outputs, outcomes, impact and sustainability (Ramadan & Borgonov (2015). This process requires a comprehensive understanding of how performance is managed and measured by NGOs and what aspects of performance lead to successful sustainability of NGO (such as financial performance, efficiency and effectiveness).

Just recently one of the study was conducted by Batti (2014) assessing the human resources management challenges facing local NGOs in USA context where among other things Batti (2014) noted that, local NGOs face diverse challenges in the area of human resource management. Local NGOs have inadequate HR management procedures in the organization and this affects the employee's work experiences and overall performance at individual and organizational level. Many local NGOs due to the size of the organization and scope do not have a human resource (HR) unit or a

human resource manager and therefore they appoint staff to oversee staff issues who often do not have the required human resource skills and competencies to manage the employees. Another area that is challenging local NGOs is the fact that many depend on donor funds that are tied to funding cycles that are short term in nature. This fact does not make any difference in Tanzanian context as commented in the paper of Kiondo (1999) titled “Development and Sustaining NGOs in Tanzania; challenges and opportunities in the New Millennium”. In his paper at p.27 it states among other things that, one of the challenges facing local NGOs is Resource mobilization and Sustainability”, the term resources includes both Human Resources, financial, and other psychical resources.

Further, the study of Kapinga (2011) cements the concept of Kiondo (1999) when it states that, regardless the huge and important role played by NGOs in social development in Tanzania many of them face the challenge of efficiency and effective performance as well as sustainability of NGOs. The fact which can be connected with poor Human Resource Management in one side as Armstrong (2006 p.496) states that, the aim of performance management in HRs is to establish a high-performance culture in which individuals and teams take responsibilities for continuous improvement of business processes and for their own skills and contributions within a framework provided by effective leadership.

In general this trend have impacted the sustainability of many local NGOs as well as it performance to the extent to lead some of them to be strike away by the ministry responsible for registering, coordinating and regulating NGOs in Tanzania (Tanzania National NGOs Coordination). This is proven when 100 of local NGOs were strike

out on 30<sup>th</sup> March-2016 as it was published in their website. Hence there forth, these challenging circumstances raise the researchers` interest to assess the contribution of Human Resources Management in the performance and sustainability of NGOs organization by assessing the three selected NGOs namely; MDH, BBC media action and Pathfinder International.

### **1.3 Research Objectives**

#### **1.3.1 General Objective**

The main objective of the study was to assess the contribution of Human Resources Management in the Performance and Sustainability of NGOs the case of selected organization of MDH, BBC Media Action and Pathfinder International, in Tanzania.

#### **1.3.2 Specific Objectives**

- (i) To determine human resource management roles that contributes to the performance of NGOs in Tanzania.
- (ii) To assess whether there is a relationship between effective Human Resources Management and NGOs Sustainability in Tanzania.
- (iii) To determine the challenges that face NGOs in the performance management and Sustainability.

### **1.4 Research Questions?**

- (i) Does the human resource management role contributes in the performance of NGOs in Tanzania?
- (ii) Is there any great relationship between effective Human Resources Management and NGOs Sustainability in Tanzania?

- (iii) What are the challenges that face NGOs in the performance management and Sustainability?

### **1.5 Significance**

Sustainability clearly could encompass a focus on human as well as physical resources bringing the notion of human factors in organization sustainability. Although many functional areas of an organization are often involved in developing and implementing sustainability initiatives, HR specialists are uniquely placed to make a major contribution in this area due to the important people-related dimension of this type of initiative, as well as the range of art and science skills typically associated with the HR function itself.

However, study will provide clear link between human resources factors and organization sustainability. Ensuring the role of human resources in sustainability is identified and made transparent to add measurable value to the organization sustainability.

The world of business is becoming more and more global and demanding, these days' organizations are forced to seek for new means to withstand fierce competition and succeed in operations.

It is now generally believed that human resources and their management serve as an important factor in the organization. However, there is an ongoing debate in scholarly publications, as to what leads to the development and sustainability of organizations therefore; this study will look into the ways that sustainability perceives the contribution of human resources.

## **1.6 Organization of the Study**

This study is organized in five chapters. Chapter one present background of the study, statement of the research problem, research objectives, research questions, significance of the study, scope of the study and organization of the study. Chapter two present conceptual definitions, theoretical and empirical literature review. It also provides the research gap and conceptual frame work. Chapter three covers research paradigm, research design, area of study, population of the study as well as sample size and sampling techniques. In additional, the chapter presents types of data, methods of data collection, data processing and analysis, measurement of variables, reliability and validity and finally ethical issues. Chapter four makes interpretation of data, analysis and discussion of the findings. Finally, chapter five present summary of the findings and their implications, conclusion, recommendation, limitation of the study and suggested areas for further studies.

## CHAPTER TWO

### LITERATURE REVIEW

#### 2.1 Introduction

#### 2.2 The concept of Human Resource Management

Armstrong (2006) defines Human Resources Management to mean a strategic and coherent approach to the management of an organization's most value asset. In the HRs perspective the term '*most valued asset*' means people working in the organization who individually and collectively contribute to the achievement of its objective. The same concept can be seen in the paper of Intake (2011) which, defines HRM as employee management techniques or methods that would improve production, reduce service delivery costs, and at the same time ensure sustained availability of competent staff in the organization.

It is further believed by Storey (1989) that HRM can be regarded as a 'set of interrelated policies with an ideological and philosophical underpinning'. He suggests four aspects that constitute the meaningful version of HRM. A particular constellation of beliefs and assumptions, a strategic thrust informing decisions about people management. The central involvement of line managers and reliance upon a set of 'levers' to shape the employment relationship.

Hence it is clearly noted from the authors above that Human Resources Management is the science of managing people and that organizations cannot exist without this asset termed as 'Human Resources' even if the organization have all other asset in place such as machines, capital and other factors of production such as Land.

Ideologically, as stated above HRM being a science of managing people we should also consider the system that operates or cut across this approach. Armstrong in his book of 'Human Resource Management Practice' (2006) outlines about six HRM systems. He states among other things that, Human resources management operates through human resources systems that bring together in a coherent way; HR philosophies describing the overarching values and guiding principles adopted in managing people. HR strategies defining the direction in which HRM intends to go. HR policies, which the guidelines are defining how these values, principles and the strategies should be applied and implemented in specific area of HRM. HR processes consisting of the formal procedures and methods used to put HR strategic plans and policies into effect. HR practices comprising the informal approaches used in managing people. HR programmes, which enable HR strategies, policies and practices to be implemented according to plan.

These components have been classified into three level components by Becker and Gerhart (1996) which are; the system architecture (guiding principles), policy alternative and process and practice. But for the purpose of this study there shall be not further elaboration of these classified components rather we are going to see the roles and characteristics of HRM in its wider context and try to relate to the organization performance and sustainability.

### **2.2.1 Human Resource Management Roles Related to Organizational Performance (NGOs)**

The role of human resources can be defined as the operational functions of human resources. The term gives a view of the relevance of human resources in the



enhancement of the organizational competitiveness. For over 50 years ago the role of human resources has developed from the role of staffing or welfare officer to a much broader function it is today. Some literature points out that the HR role started to originate when it took over the hiring and firing which was previously under the supervisory tasks, ran the payroll and administer the benefit plan. As selection testing became popular HR took a leading role in this one (Shyshko, 2015).

Since the development for collective bargaining in the 30's 40's and 50s meant the involvement of the HR in employment relations and legislative changes in the 60s and 70s provided an additional role to ensure that employers acted fairly towards employees. The legislative role started taking place in the 60s and 70s, adding another role to the HR.

Therefore the old styles roles that we have come to know of in recent days include employee welfare, recruitment, and management of payroll, employment relations, policy formulations, advisor to the senior management and administering of trainings and carrier development to the employees. Looking at the role of HR in broad spectrum; HR are expected to contribute to the process and practices that support the culture and behavior in an organization so as to ensure policies are developed, fair treatment for employees in such areas of recruitment, appraisal and development, pay and change management

Nevertheless the HR roles can be understood from various corner points such as practitioner role, HR Functions, front line manager and international HRM. But for the purpose of this study the concept will be discussed in its generality.

According to Armstrong (2006) HRs function are concerned with the management and development of people in organization. They are involved in the development and implementation of HRs strategies and policies and some or all of the following people management activities: organization development, human resources planning, talent management, knowledge management, recruitment and selection, learning and development, reward management, employee relations, health and safety, welfare, HR administration, fulfillment of statutory requirements, equal opportunity and diversity issues, and any other matters related to the employment relationship. It is commented in the book of Armstrong that, IRS survey of HR roles and responsibilities (IRS, 2004b) found that HR functions were spending 20 percent of their on strategic activities, 40 per cent on administration, 30 percent on providing consultancy services, and 10 percent on other activities.

Furthermore, the centrality of HR is usually accounted for by the fact that nowadays organizations are facing such challenges as a need to increase productivity, expand into global markets, develop new technologies, respond to the changing needs of the markets while developing skilled and flexible workforce. (Rūta Kazlauskaitė, 2008)

(Kazlauskaitė, 2008) therefore, the role of the HR nowadays is changing to reflect the volatility of the global needs. These roles include helping managers introduce changes to their organizations structures particularly on dealing with the challenges of economic uncertainty. The role also provides for HR knowledge and expertise when opportunities arise to expand the business and this could be the development of a relevant resource based strategy so that additional staff may be recruited. It requires a more strategic perspective and knowledge to be involved in the organization business

and along with that it brings with it the challenge of greater expectation that the HR function will be able to demonstrate its contribution to organizational success at senior leadership team level. For the HR to be business oriented it should focus on delivering a level of capability that matches the needs of the organization. The emphasis is on delivering the products at desired quality and not just meeting client's needs.

Generally, the overall role of the HR function is to enable the organization to achieve its objective by taking initiatives and providing guidance and support on all matters relating to its employees. The basic aim is to ensure that organization develops HR strategies, policies and practices that cater effectively for everything concerning the employment and the workforce (Armstrong, 2006). It is hereby in concluding that, the HR functions provides the advice and services that enable organizations to get things done through people.

### **2.3 The Concept of Sustainability**

In simple words sustainability is the ability to continue a defined behavior indefinitely i.e. able to continue over a period of time. A more complete definition is linking environmental, economic and social objectives of societies in a balanced way, (Wright, 1993). From a business perspective, sustainability has been defined as a “company's ability to achieve its business goals and increase long term shareholder value by integrating economic, environmental and social opportunities into its business strategies” (Wirttenberg, 2005).

According to (Daly, 1996) one of the earliest pioneers of ecological sustainability defined it as the ability to continue a defined behavior indefinitely. For more practical

detail the behavior you wish to continue must be defined. (Daly, 1996) organization sustainability will mean maintaining the defined core values, standards and competitive advantages over a long term period. The United Nation's 1989 Brundtland Commission definition of sustainability is "meeting the needs of the present without compromising the needs of future generations".

A measure to sustainability is whether something is maintainable, can we endure it over a long period, are our resources being depleted or permanently damaged over an extended period of time. (Nkrumah et al, 2012). The United Nation's 1989 Brundtland Commission definition of sustainability is "meeting the needs of the present without compromising the needs of future generations. Chang' et al (2013). Therefore organization sustainability is a strategy adopted by any organization so as to attain competitive advantage over other firms. This is rather the case by corporate business firms. As the firm struggles for survival one thing that should be taken into consideration is a long term survival of it which is a measure to competitive advantage. An organization is said to be sustainable when it is able to maintain its basis for effective performance over a period as compared to other firms in the corporate business world. A sustainability competence of a firm provides a differential advantage by which this concept is relatively unique in the market strategy.

We may now link competitive advantage as a road map to sustainability of a business. Companies must develop new resources, capabilities and activities to maintain their competitive advantages and competitive advantages will provide firm with a generic view of a sustainable business for a firm. Meng-Shan Tshai (2013) & Chang' (2013).

With the non-government organizations the struggle is with the project sustainability. This sustainability is focused on the existence of the organization after the donor withdrawal. It is what determines the length of the project activities continuation. Therefore in this chapter organization sustainability stands with a common meaning for both organizations whether a profit or nonprofit making organization. The concern for both sectors stands for the continuation of a firm considering the specific economic, environmental and social objectives in a balanced way.

### 2.3.1 Competitive Advantage

Competitive advantage is the process of identifying a fundamental and sustainable basis from which to compete. It is gaining advantage over other firms over a period. The notion of competitive advantage and market strategy are intrinsically linked. Basically, marketing strategy tends to deliver this advantage in the market place. A requirement to competitive advantage is sustainability. (Drummond, 1999,2001,2008)

The organization must be able to sustain its competitive advantage over the long term. In order to be sustainable, the competitive advantage should:

**Relevant:** It must be appropriate to current and future market needs.in addition; it must be relevant to the organization, achievable within the available resource base

**Defensible:** There must be barriers to replication; otherwise success will simply be duplicated by competitors. Such barriers tend to be: (i) Asset based – tangible factors controlled by the organization such as: location, plant and machinery, brands and finance. (ii) Skills based – the skills and resources required to make optimum use of the assets. Examples include: quality management, brand development, product

design and IT skills. Clearly competitive advantage must be appropriate to the strategic nature of the industry.

For an organization to maintain its competitive advantage it means embracing the unique features it has so as to differentiate itself from other firms. A challenge to marketing strategy is to sustain a competitive advantage. The firm's performance is measured by its strangeness in competitive advantage. The higher the competitive advantage of a firm the higher its productivity and performance in the market. Michael Porter who literally wrote a book on Competitive advantage defined competitive advantage as what identifies you from the competition from the minds of your customers. Whether a company, individual or a country you need to have your competitive advantage clearly defined to your customers.

He argued that before a firm can determine its competitive advantage it first has to know the three determinants, which are: What you produce- be clear of what you produce. The target market- identify your customers. Competition - This is not just other similar companies or products, but anything else your customer does to meet their needs. Once the above determinants are clear to you a firm can then decide on what it does best compared to other firms and stick to that for competitive advantage. (Porter, 2006).

## **2.4 Challenges that face NGOs in the Performance Management and Sustainability**

There few studies like (Batti, 2012) and (Ahmed, 2004) have stipulated the challenges that face performance and sustainability of NGOs especially local NGOs. But most of

them did not focus on the human resources corner point rather financial and other associated factors. (Batti, 2012) provides that many NGOs depend on their external donors for sustainability, but also they face the challenge of political constraints as well as clear management policies and mostly of them in the past they never have HR departments as commented in the study of (Ahmed, 2004) that In recent years, funding constraints, calls for accountability, media exposure and the development of a contract culture have brought demands for increased performance measurement and control within the development sector. The fact which Armstrong relates with clear strategic human resources management to bring about the inputs stipulated above.

## **2.5 NGOs Performance and Sustainability**

As discussed in the previous part, sustainability is the probability or assurance of continuation of the organization in future, while in the eyes of NGOs we would say the continuation of the project or organization after the withdraw of the donor. Now here, we want to see how literature comments on the concept of organization performance and sustainability. First basically, (Armstrong, 2006) at chapter 32 provides that performance management is the systematic process for improving organizational performance by developing individuals and teams. The chapter also explicate that performance management help the development of any organization to archive its goals and targets that makes no different to NGOs.

## **2.6 Theoretical Literature Review**

Recent studies suggest that market, entrepreneurial, and learning orientations individually improve firm performance. Referring to the organization sustainability, Human resource is taken as a source of sustained competitive advantage and therefore

viewing human resource as a valuable resource and as an improvement to the firm performance.

This study suggests that that competitive advantage can enhance company success, the potential of it should be viewed in reflect to the role of human resources. Later we will see that the human resource should be viewed as an important resource for the organization sustainability. Therefore the Resource Based Theory of competitive advantage will support this study as the theory suggests for Human resource as a resource that adds value to the organization.

### **2.6.1 A Resource-Based Theory of Competitive Advantage**

The Resource Based Theory (RBT) which is said to originate from Penrose's idea (1959) of the firm as a coordinated 'bundle' of resources tackles the questions of the firm's goals and strategic behavior. The resource-based view (RBV) as a basis for the competitive advantage of a firm lies primarily in the application of a bundle of valuable tangible or intangible resources at the firm's disposal. The theory suggests that resources are valuable when they enable a firm to enact strategies that improve efficiency and effectiveness, exploit market opportunities, and/or neutralize potential threats (J.Barney, 1991).

The approach suggests that a firm contains partly of resources, which enable the achievement for competitive advantage and partly those that lead to the superior long term performance. Those resources that are rare and valuable can contribute to competitive advantage. The advantage can sustain over long periods and the firm is able to protect against resource duplication, transfer or substitution. This study



strongly supports the theory. The underlying assumption of the theory of the RBV of the firm is resource heterogeneity. This means that the resources that different firms own are unlikely to be identical (McWilliams, 1993).

### **2.6.2 Resources within the Resource-Based Theory**

These are those physical assets that are tied up to the firm; mostly these assets determine the strength and weakness of the firm as per financial terms. (Barney, 1991) expands the definition to include all assets, capabilities, organizational processes, firm attributes; information, knowledge etc. controlled by the firm and enable it to use the resources for the efficient and effective performance. The simplification of these resources according to Barney is physical, human and organization capital resources. (C. McMahan, 1993). Physical assets being those tangible while human is experience, judgement and intelligence and organization includes those systems such as controlling, planning, firms structure (J. Barney, 1991).

#### **2.6.2.1 Competitive Advantage**

These resources are the resources of competitive advantage. Competitive advantage occurs when a firm implements a value creating strategy not simultaneously being practiced by any current or potential competitor. According to this theory a competitive advantage can occur in situations where competing firms are unable to obtain resources from other firms or resource markets and where resources vary from across firms.

#### **2.6.2.2 Sustained Competitive Advantage**

As per the resource based theory a sustained competitive advantage exists only when firms are unable to duplicate the benefits of a competitive advantage. Competitive

advantage is considered sustained when all the efforts by competitors is ceased or considered not possible. The attributes to these resources are: They must add positive value to the firm. Contain unique features and rare among current and potential competitors. They should be imperfectly imitable and finally not substitutable (Sajeevanie, 2015)

### **2.6.2.3 Human Resources as a Firm Resource**

Human resources can be regarded as personnel of business or organization taken as a significant asset in terms of skills and abilities and the Human resource practices are the organizational activities directed at managing the personnel and ensuring the resources are controlled and managed towards fulfilling the organization goals. From the definitions above two aspects of human resources are highlighted:

First a firm needs to focus on the knowledge, skills and abilities that are essential for individual personnel in making the organization successful. With relation to the human capital theory which focuses directly on the skills of human beings in an organization. McKelvey classified organizations based on what are their competencies which are found in the knowledge, skills and abilities of organizational members. Both these theories have a common understanding and that is the importance of the individual members to the organization effective performance. (C.McMahan, 1993)

Second aspect is that the characteristics of these human personnel do not provide value unless they are utilized through employee behavior. Many literatures in strategic human resource management have focused on employee behavior rather than skills, as a mediator in the relationship between a firm's strategy and performance. Some

writers have sighted the explicit relation between employee knowledge, skills and abilities and employee behavior. According to Wright and Snell knowledge, skills and abilities are necessary but not sufficient for employee behavior to be in line with firm's goals. Even if the employee behaviors are directly linked to the firms strategies still employees must have the necessary competencies to display the behaviors., (University, 2013).

Although this is obvious but a number of strategic human resources management had their focus on employee behavior rather than competencies. This section prepares for a discussion on human resources within the criteria of a sustained competitive advantage, specifically describing human resources as valuable, rare, imperfectly imitable and non-substitutable.

#### **2.6.2.4 Sustained Competitive Advantage Criteria and Human resources**

According to the resource based Theory, for a resource to qualify as a source of sustained competitive advantage it must have the qualities of value, rare, inimitable and substitutable. (J.Barney, 1991)

#### **2.6.2.5 Human Resources as Valuable Resource**

For the human resource to generate competitive advantage must have an attribute for value creation. Human capital theory provides the scenarios of which human value creation is and is not possible. It further explains that when the demand and supply for labor is substitutable and all potential employees are equal in their productive capacity then it means that there is no value creation as there is no variance on the human resource. (C.McMahan, 1993)

If the demand for labor varies that means firms may have different jobs which require different skills and the supply also varies i.e. individual differ in both the types and level of their skills; this argues for human resource value creation (Rihan, 2014).

#### **2.6.2.6 Human Capital Resource as Rare**

The resource must also be rare if it contains a competitive advantage. One may argue that human capital resource may not be rare due to cases of unemployment which indicates cases of excess workers. Also considering the homogeneity of labor supply above still one will argue the human capital as not rare. With the irrelevant skills or low job skills which do not require any special skills it's obvious that the human capital resource is not seen as rare (McWilliams, 1993).

When jobs demand for individual jobs variance i.e. when job relevant skills are no longer a commodity then under this conditions high quality human resources is rare. When skills become irrelevant then Human resource is considered a commodity and not a rare resource. However when certain skills are hard to find within the population then it is said that high quality human resources are scarce.

Cognitive ability is one measure of the quality of human resource. It has been consistently recognized to have a positive strong relation with the individual job performance. Based on this analysis cognitive ability is responsible for the increased economic value of the firm and the test is to determining applicants' relative standing on this character. Cognitive ability may be an attribute important to individual staffing where by in future it can be applied in organization challenges of adaptability and flexibility. (M.Wright, 1993).

It is also a stable attribute, which is normally distributed in the population. In cases like this one could substitute or add additional characteristics related to firm performance. Therefore as the cognitive ability is variance then the high ability levels are by definition rare in the market. It is correct to say that those firms with human capital that are with high ability levels gain more value in the market as compared to their competitors.

#### **2.6.2.7 Human Resources as Inimitable**

Same with the precedes values; for the human resource to add competitive advantage to a firm it must not be easy to copy. If you find that some attributes are easy to copy then that is not adding value to the firm. Competitors will only be able to imitate the resource after they identify the actual components making up the resource and must be able to completely paste the relevant components of the resource, which add value towards competitive advantage.

There are considered concept for high quality human resources in order to discuss imitability such as unique historical conditions, causal ambiguity and social complexity. The ability of a firm to acquire and exploit particular firm resources depends upon its unique history. Causal ambiguity exists when the link between firm resources and competitive advantage is imperfectly understood. If other competitors fail to identify the specific way in which the resource re used for competitive advantage then that becomes impossible to copy the responsible resource (C.McMahan, 1993).

Social complexity refers to the fact that other social issues are so complicated and it becomes impossible to systematically manage or influence them. A competitive

advantage arising from that influence is not easily copied. Human resources are perhaps unique in their ability and influenced by unique historical conditions, causal ambiguity and social complexity.

It is also true that over time the human capital resource over time are imitable in terms of their ability levels. For example is most firms struggle over a certain skills with time same capacities may be made through profession trainings and developments. Again human resources are highly mobile. If human resources are highly mobile a competing firm does not have to imitate the human resource of the focal firm, it can simply disengage them. But however these resources are far from being perfectly or even highly mobile. This is because there is substantial transaction costs involved with moving from one employment situation to the other, (M.Wright, 1993).

With causal ambiguity or social complexity, it may not be apparent which personnel are responsible for competitive advantage. Firing team is a possibility but even a team's effectiveness may depend on unique historical circumstances or relationship with other teams. Therefore unique historical conditions, causal ambiguity and social complexity strongly influence the inimitability of human resources and as noted earlier the same conditions result in sustained competitive advantage (Michael, 2014).

#### **2.6.2.8 Human Capital Resource as Non-Substitutable**

Resource must not have substitutes if it's to be a source of competitive advantage. There are some expertize that are considered not easily to find and this are what make the resource not substitutable. To address this issue it is necessary to note that human resources are one of the few firm's resources which have the potential to not become

obsolete, be transferable across a variety of technologies, products and markets. Even though technology is changing rapid to make some of the technical skills become outdated human capital are quite generalizable. Referring to the cognitive ability as a relevant resource if an organization obtains individuals with high capacity levels then it should be able to maintain that through trainings and relevant developments so as to make the individual up to date with the technical skills. Also should take note that the human capital resources are transferable across a wide variety of technology, products and markets, (C.McMahan, 1993).

We could conclude by saying the only resource that can substitute for human resource are those resources that are themselves valuable, rare, inimitable and non-substitutable. Human resource clearly meets the qualification as a source for sustained competitive advantage as they add value to the firm, they are rare, cannot be imitated and they are non-substitutable.

#### **2.6.2.9 The Role of Human Resources in Sustained Competitive Advantage**

As we have seen earlier Human resources highly qualifies as a source of competitive advantage to an organization. The HR personnel have proven to carry all the attributes towards the creation of value to the organization. We have confirmed that through value measure, rareness, inimitable and non-substitutable qualities. However, this contribution by human resources towards the source of competitive advantage for a firm has been ignored, (C.McMahan, 1993). Argue that the mechanism differs somewhat depending upon the nature of the environment. In static environment higher levels of human resources should enable the firm to have productivity advantage relative to its competitors. There is a clearly seen linear relationship on the attributes

towards organization improvement and organization performance. Example of employee high ability levels allows for diversifications towards effective strategies for performing the required tasks and therefore increases productivity and thus effective performance.

In the dynamic and complex environments, where demands for highly ability skills for human personnel increases and changes every day the human pool affect the effectiveness of an organization as the skills keeps changing as per the environmental needs. Firms are faced with the dynamic and complex environments, which forces and makes the monitoring and administer of the strategies so as to respond to the environmental factors which directly affect the business performance. High levels of human resources increase a firms monitoring capability by decentralizing the monitoring to meet the complexity of environment, (C.McMahan, 1993).

Human resource creates more effective strategies to respond to these requirements of the changing environments. The flow of the implementation is firstly introduce by the senior management and taken through the subunits but this challenge requires flexibility and adoptability from the performing personnel which is closely monitored by the HR systems through performance management.

However firms with high ability levels of human resources pose greater capabilities to responding to the environmental changes. As they require the skills to spot the need for change, implement and quickly adapt to it so as to affect the performance. The RBV theory further shows its support towards the role of human resource as a potential source of competitive advantage. The theory suggests the need to integrate



the HR into formulations of firm's strategy. It provides framework for examining the potential for a given pool of human capital resources to carry a given strategy. It is therefore necessary to involve the HR in the implementation of strategies.

## 2.7 Empirical Literature Review

**Table 2.1: Summary of Empirical Literature Review**

Author (Year )	Title	Methodology	Findings
Sudram (2010) Malaysia	The Contribution of Human Resources(HR) Towards a firm's sustainable development strategies	Qualitative Data Analysis	HR functions can better business sustainability.
Liebowitz (2010) USA	The Role of HR in achieving a sustainability culture	Secondary data collection	An organization's Human Resource function can be instrumental in facilitating a comprehensive approach for Creating a culture of sustainability.
Kazlauskait (2008)	The Role of Human Resources and Their Management in the Establishment of Sustainable Competitive Advantage	Data analysis and synthesis	Human resources play a critical role in the creation and sustaining of competitive advantage.
Wirtenberg et al Liebowitz (2005) USA	HR's Role in Building a Sustainable Enterprise: Insights From Some of the World's Best Companies	Qualitative data analysis	The study confirmed HR leaders' strategic Positioning of the HR function in the firm's execution of Sustainability management.
Ruedig (2013)	Managing organization sustainability	Qualitative data analysis	Established positive link between staff and sustainability
Okorley and Nkrumah (2012) Ghana	Organizational factors influencing sustainability of local non-governmental organizations: Lessons from a Ghanaian context	Qualitative and Quantitative Approaches	Significantly, leadership emerged as the most important factor to organizational sustainability of local NGOs.
Plessis(2012) South Africa	The Role of HR Practitioner Maintaining sustainability in organization	Quantitative methodology	Shows increase in strategic role of HR Practitioner(in aligning HR strategies and Business strategies)

Source: Field Data 2016

According to USA, (Liebowitz, 2010) idea suggested that an organization's Human Resource function can be instrumental in facilitating a comprehensive approach for creating a culture of sustainability and environmental stewardship. As such, it is recommended that an organization's Sustainability Coordinator work more closely with the organization's Human Resource executive. This idea might be considered a new area of focus for the practical implementation of sustainable development in a company. To the extent that general managers, Sustainability Coordinators, and Human Resource executives can take a comprehensive, Strategic HR approach by incorporating many of the components described above, their organization can achieve a sustainability culture, leading to sustainable financial success for the organization, and for the surrounding community.

(Plessis, 2012) in South Africa findings stated that Previous studies show an increase in the strategic role from 2000 and 2002 respectively (25% to 2010) and the current study (2008) reflects 81.4%. The researchers trust that HR practitioners will use the information gained in this study about the capabilities of HR professionals, and the recommendations to build on this knowledge base to create additional new knowledge on HR's current capabilities and the impact on organizational performance. A new kind of HR practitioner as well as a business manager and employee can be expected in successful organizations in the future adding sustainable value.

(Kazlauskait et al, 2008) in Kaunas Lithuania, confirms that both human resources and their management, especially when used in combination, may be viewed as value adding to the organization in its attempts to meet the challenges of highly volatile global business environment. This assumption is supported by most contemporary

approaches to sources of Competitive advantage. The highest relevance to human resources is attributed by approaches supporting the idea that the source of organizational competitiveness resides within the firm, i.e. views of internal sources of competitive advantage, such as resource-based view, knowledge-based view, or competency-based view. Human resources play a critical role in the creation and sustaining of competitive advantage.

Therefore, human resource management should be viewed as a strategic activity and thus carried out consistently with the overall business/corporate strategy. It is also noteworthy that a single source of competitive advantage may not always suffice to achieve superior performance (Ma, 1999); therefore, multiple sources should be sought and attitudes followed.

In Malaysia Sudram (2010) findings show that diversity and multiculturalism has the most significant contribution towards sustainable development strategies. Similarly, talent management, leadership development and workforce engagement are positively and significantly associated to the level of the dependent variable. Understanding all these factors can assist an organizations in determining how particular HR functions correlate with better business sustainability, determine potential areas for investments and design their strategic human resources functions in order to improve organization's sustainability.

Wirttenberg, Harmon, and Russell (2005) in USA argue in the 21st century, companies need to develop more sustainable business models, and the HR function has a key role to play. The study identified a pyramid of seven core qualities of sustainable

enterprises that appear amenable to managerial intervention, and we mapped out some of the specific actions that HR leaders can take to help develop these qualities: inculcating sustainability oriented values, helping to elicit senior management support for making sustainability central to business strategy, supporting the development of metrics and systems alignment around sustainability, and enabling the organization to achieve broad stakeholder engagement and holistic integration. The lofty challenge now facing the HR field is to step up to this call and develop the necessary capabilities to help foster greater business and world sustainability.

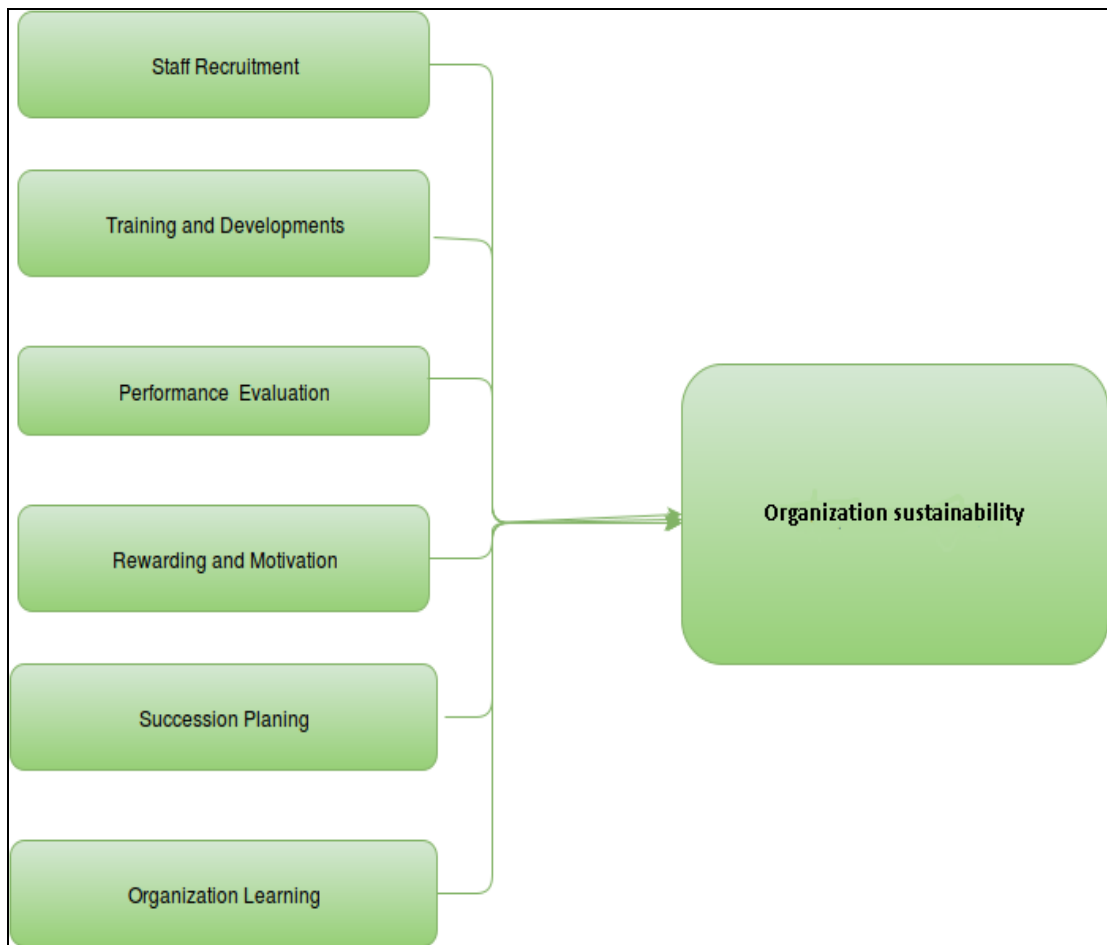
## **2.7 Research Gap**

With exception of the above finding from other writers, this study will specifically look into the “The contribution of Human Resources Management in the performance and sustainability of Non-governmental organizations”. It will extend further the previous studies on the involvement of the HR personnel towards the organization strategic systems formulation. Different from other studies this study intends to provide some insights towards the following issues: determine the human resource factors that contribute to organization sustainability, to identify the role of human resources in influencing sustainability and assess the challenges on sustainability

However apart from providing the above findings the study will be more relevant to the present as compared to other studies as there is a rapid growing sense towards involvement of the HR in implementation of strategies in organization formulations which has started to take pace in the 21<sup>st</sup> century.

## **2.8 Conceptual Framework**

This section provides a relationship between independent and dependent variables.

**Independent Variables****Dependent Variable****Figure 2.1: Conceptual Model**

Source: Field Data 2016

The Figure 2.1 depicts the factors lying in the role of Human resources. It establishes the relation between the independent variable towards the dependent variables and in this case it determines the direct relation of the independent variable towards the organization sustainability, which is a dependable variable. The arrows in the Figure 2.1 indicate the connection between staff recruitment, training and development, performance evaluation, rewarding and motivation, succession planning, organizational learning in organization sustainability. Competitive advantage provides a measure towards sustainability.

## **CHAPTER THREE**

### **RESEARCH METHODOLOGY**

#### **3.1 Research Approaches**

Research activities are guided by various approaches. The current study employed mixed method approach. This is because the study involved the measurements of quantity or amounts also qualitative because there is involvement with the human behavior which stands for quality or kind findings. Mixed methods researchers use and often make explicit diverse Philosophical positions (Green, 2007). In this manner of the approach this study have in some part be carried in a qualitative approach and in the other part in a quantitative approach.

##### **3.1.1 The Nature of Qualitative Research and its Evidence**

Qualitative research is a systematic and rigorous form of inquiry that uses methods of data collection such as in-depth interviews, ethnographic observation, and review of documents, of which this current study have adopt accordingly McMahan (1993).

A prominent strength of qualitative research is its focus on the contexts and meaning of human lives and experiences for the purpose of inductive or theory-development driven research. Qualitative data help researchers understand processes, especially those that emerge over time, provide detailed information about setting or context, and emphasize the voices of participants through quotes. Qualitative methods facilitate the collection of data when measures do not exist and provide a depth of understanding of concepts (Greene, 2007).

### **3.1.2 The Nature of Quantitative Research and its Evidence**

Quantitative research is a mode of inquiry used often for deductive research, when the goal is to test theories or hypotheses, gather descriptive information, or examine relationships among variables. These variables are measured and yield numeric data that can be analyzed statistically. Quantitative data have the potential to provide measurable evidence, to help to establish (probable) cause and effect yield efficient data collection procedures, to create the possibility of replication and generalization to a population, to facilitate the comparison of groups, and to provide insight into a breadth of experiences. Typical quantitative approaches used in the health sciences are descriptive surveys, observational studies, case-control studies, randomized controlled trials, and time-series designs (Greene, 2007).

### **3.1.3 The Combination of Quantitative and Qualitative Data**

Mixed methods research begins with the assumption that investigators, in understanding the social and health worlds, gather evidence based on the nature of the question and theoretical orientation. Social inquiry is targeted toward various sources and many levels that influence a given problem (e.g., policies, organizations, family, individual). Quantitative (mainly deductive) methods are ideal for measuring pervasiveness of “known” phenomena and central patterns of association, including inferences of causality, whereas in this study to be referred as job satisfaction.

Qualitative (mainly inductive) methods allow for identification of previously unknown processes, explanations of why and how phenomena occur, and the range of their effects (Pasick et al., 2009), whereas this current study seeks to identify explanation and other phenomenal in health sector specifically job satisfaction among

medical doctors. Mixed methods research, then, is more than simply collecting qualitative data from interviews, or collecting multiple forms of qualitative evidence (e.g., observations and interviews) or multiple types of quantitative evidence (e.g., surveys and diagnostic tests). It involves the intentional collection of both quantitative and qualitative data and the combination of the strengths of each to answer research questions (Pasick *et al*, 2009).

### **3.2 Research Design**

A study employed a case study design, the case study design was appropriate for this study because it enabled the researcher to collect intensive, comprehensive and integrated information as well as provide in-depth description on the contribution of HRM in the performance and sustainability of NGOs namely; MDH, BBC MEDIA Action and Pathfinder International. Indeed, the findings rely on experience and statistical data of management and subordinates staff from respectively NGOs as sources of data. In this study data were primarily collected from the field through questioners, direct interviews, phone interviews, discussion and participant observation.

### **3.3 Area of the Study**

This study aims at looking with a general focus in three different organizations. It will mainly focus on non-governmental organizations as per this case three organizations namely; Pathfinder International, BBC Media Action and MDH were interviewed for results. The listed organizations are based in Tanzania Dar es salaam and the reason of selecting these organizations is that they are all donor funded organizations striving



for sustainability after donor funding withdrawal and probably facing with the HRM strategies to ensure the sustainability of the organization and their respective staffs.

### **3.4 Targeted Population and Sample Size**

Prior to deciding how large a sample was to be used, the researcher defined the study population. A population is a group of individuals' persons, object, or items from which samples are taken for measurement. A population refers to an entire group of persons or element that has at least one thing in common. Moreover, population can be referred to the large group from which the sample is taken (Adam & Kamuzora, 2008). Nevertheless, Kothari (2007) provides that population means an entire group of individuals, events or objects that have common observable characteristics. It refers to all elements that meet certain criteria for inclusion in a given universe.

This study targeted population of 60 employees from different cadres such of administrative, Human resources and Technical/Project staff. These employees were randomly picked from Pathfinder International, BBC Media Action and MDH. Therefore, for the purpose of this study the total number of the informants was expected to be more than 80 employees from three selected NGOs that were to be found at their workstation during collecting data, but the respondents during data collection were 60 respondents.

Table 3.1 is an international table that explores how one can make a choice of a sample size from different calculated universe. For example, in this research a research wished to correct his data from a universe of not less than 80 employees from selected NGOs of Dar es Salaam city of which makes the sample size of 60 respondents.

**Table 3.1: Targeted Population and Sample Size**

Universe	Sample	Universe	Sample	Universe	Sample	Universe	Sample
10	10	100	80	1250	294	6000	361
15	14	200	132	1500	306	7500	366
20	19	300	169	2000	322	10000	370
30	28	400	196	2500	333	15000	375
40	36	500	217	3000	341	20000	377
50	40	600	234	3500	346	30000	379
60	44	700	248	4000	351	40000	380
70	59	800	260	4500	354	50000	381
80	69	900	269	5000	357	75000	382
90	73	1000	278	5500	359	1000,000,000	384

Source: Krejcie, and Morgan (1970))

### **3.5 Sampling Techniques**

Under this study, purposive sampling and stratified sampling were both employed by the researcher. Purpose sampling was used to select categories of employees from selected NGOs which mean management cadres, project technicians and Human Resources officers in Dar es Salaam city. The provided classifications of employees were chosen because they are the only ones who hold valid information under study. Whereas stratified random sampling was used to ensure the representative of gender.

Under this study gender balance was considered whereas 27 from a sample size were female and 30 were male. Both respondents had an equal chance to participate in study as the sampling technique allows a researcher to choose randomly. Nevertheless, purposive sampling was preferable under this study as Lisa (2008) states that “To say you will engage in purposive sampling signifies that you see sampling as a series of strategic choices about with whom, where and how to do your research.” Purposive sampling is virtually synonymous with qualitative research.

### **3.6 Data Collection Methods**

Usually, there is no single research method that is sufficient in collecting valid and reliable data on exacting research problem. Data collection is the process of gathering information to serve or prove some facts (Kombo & Tromp, 2006). The facts are derived from processing what is called data (Adam & Kumzora, 2008). Hence, the use of multiple methods has an advantage of gathering comprehensive information and can help in cross-validating the information collected (Denscomber, 1998). In this study, various methods of data collection were used to collect data from the field.

#### **3.6.1 Types of Data**

##### **3.6.1.1 Primary Data**

According to Kothari (2000), primary data are the data collected afresh and for the first time, and thus happens to be original in character. Also they can be defined as first-hand information directly gathered by researchers from original sources (Krishnawsami & Ranganatham, 2007). The study used primary data because the data was original in nature. This allows the researchers to control information that will elicit rather than relying on questions and information that will be asked by another part perhaps with different intention. This study collected primary data from the field through questioners, interviews and observation.

##### **3.6.1.2 Secondary Data**

These are data, which have been collected and compiled for other purposes. Secondary data are very useful as they enable the researcher to get experiences from other sources (Kasano, 2013). Also according FEP (Exploratory Research Design: Secondary Data) defines secondary data as data, which have already been collected

for purposes other than the problem at hand. These data can be located quickly and inexpensively. The research used secondary source of data to supplement primary data specifically on how job satisfaction can be measured as well as symptoms or perception of dissatisfaction in work organizations. The secondary data were gathered through document search.

### **3.6.2 Data Collection Instruments**

Under this study, the researcher collected data using interviews, observation and discussion as well as questionnaires in some part.

**Interviews:** As the researcher sought to capture first-hand information through probing deeper into participant's experiences, feelings, opinions and suggestions concerning the contribution of human resources management in performance and sustainability of NGOs, the present study deployed interviews with participants.

Face-to-face interviews were held with the employees from selected NGOs in Dar es Salaam city. The face to face interviews were used to implore information on human resource management roles that contributes in the performance of NGOs in Tanzania, the relationship between effective Human Resources Management and NGOs Sustainability in Tanzania, challenges that face NGOs in the performance management and Sustainability as well as the impact of NGOs performance and sustainability in the surrounding community in Tanzania. The chart distribution of interviewed employees from each organization is as per:

**Observation:** Observation in qualitative research involves spending a prolonged amount of time in setting. Field notes are taken throughout the observations and are

focused on what is seen. According to Bogdan & Biklen (2007); Pitney & Parker, (2009) many researchers also recorded notes to assist them in determining what the observed events might mean and to provide help answering the research question during subsequent data analysis. Therefore, under the current study the research used observation method in 16 weeks to capture data such as emotional and feelings, environment and actual situation in general. This method helped the researcher to get a clear picture and interpretation of his data during data analysis. The total number of distribution staff interviewed is as per below chart:

<b>Pathfinder International</b>	<b>MDH</b>	<b>BBC Media Action</b>
20 Employees	20 Employees	20 Employees

**Questionnaires:** According to Bossiness Dictionary (2014) Questionnaire can be defined as List of a *research* or *survey* questions *asked* to *respondents*, and *designed* to extract specific *information*. It *serves* four basic purposes: to (1) collect the appropriate *data*, (2) make data comparable and amenable to *analysis*, (3) minimize *bias* in formulating and asking question, and (4) to make questions engaging and varied. Under this study however, questionnaires and interview were not dominant methodology of collecting data, they were employed much to gather demographic information from respondents.

### **3.7 Validity and reliability**

#### **3.7.1 Validity**

In this outlook, validity must be seen as comprehensive, it should be examined in a broader perspective. Therefore, in this study, the subsequent strategies were employed

to ensure validity: Triangulation methodological under this part was used as primary data and document data from various documents was used to improve and strengthen data collected as well as the use of mixed method. In that manner collection of data using more than one method such as face to face qualitative and quantitative, interview, observation, and group discussion as triangulation methodology helped to enhance the trustworthiness of the data generated, because the weakness inherent in one method or source were counterbalanced by the strength of the another.

### **3.7.2 Reliability**

Under this study the researcher ensured reliability in the following manner: The researcher first asked for comments from his researcher supervisor before administering the instruments to the targeted respondents. In addition, researcher asked comments from fellow colleagues in the master's degree program who are Human Resources officer. All provided constructive comments which were used to modify the instruments. Nevertheless, a pilot study was also conducted to five NGOs employees in Dar es Salaam. The comments received helped to modify the instruments.

### **3.8 Ethical Considerations**

The research under this part observed relevant rules and regulations to ensure that the study was conducted in accordance with research protocol. Specifically, the following issues were taken into consideration: Protocol observation, informed consent, privacy and confidentiality.

**Protocol observation:** Before going into the field data collection, the research prudently sought research clearance letter from the Post Graduate Studies Director of

Open University which introduced the researcher to the selected NGOs in Dar es Salaam city.

**Informed consents:** The researcher under this part introduced herself to the NGOs under study, and then informed the informants of the purpose and importance of the study. Such undertakings were carried out at the beginning of data collection. The informants were expected to take part in the study, on voluntary basis a fact of which was explained to them prior to their participation.

**Confidentiality:** Even though in somehow the researcher appeared to know the identity of those who provided the information, the researcher kept the identities of the informants anonymous. After all, the informants were guaranteed confidentiality of information given during the storage and processing of data, this assurance went to the extent of not asking the names of respondents. The assurance of confidentiality gave the informants a sense of trust and confidence as well as freedom and safety to speak their minds about the problem under study.

### **3.9 Data Analysis Procedures**

Data analysis refers to computation of certain measures along with searching for patterns of relationship that exists among data groups (Kothari, 2004). Also, Hancock (2002) argue that, data analysis involves editing, coding, classifying and tabulating of collected data with the purpose of summarizing and organizing the data in such a way that they answer the research Questions. Since this study was carried using mixed method, then data analysis process was content analysis through pattern matching and SPSS which is the social package for science research.

Qualitative data analysis was analyzed using Thematic Content analysis techniques as in accordance with the framework of qualitative data findings stipulated by Huberman and Miles (1994). This framework draws on three stages of data analysis, reduction of data, organization of data into themes and finally attaching meaning to the analyzed data. This framework implies content data analysis because data analysis method in qualitative consist of words and observations and not numbers. As with all data, analysis and interpretation are required to bring order and understanding (Powell & Renner 2003). As the data collected using questioner was analyzed using SPSS.

### **3.10 Limitations of the Study**

Doing an academic research is an activity that employs challenges and limitations to a researcher. During data collection, the researcher encountered difficulties to meet with classified employees due to the fact that many of them were very much occupied with field work and managerial task but to overcome this challenge the research made appointments with same NGOs staff which mostly was to be on weekends but also using telephone interview. Other challenges were financial constraints, awareness of some staff on the impacts of research to their organization as well as community at large. The study also due to time did not cover huge number of employees since the researcher had to conduct the research within seven month without having enough budget to higher people on data collection.



## **CHAPTER FOUR**

### **DATA ANALYSIS AND DISCUSSION OF FINDINGS**

#### **4.1 Introduction**

This chapter analyses and presents the findings of the study and discussion on the human resource management roles that contributes in the performance of NGOs in Tanzania, relationship between effective Human Resources Management and NGOs Sustainability in Tanzania, the challenges that face NGOs in the performance management and Sustainability, the impact of NGOs performance and sustainability in the surrounding community. The chapter draws on data generated through Questioners, Interviews, observation, and discussions. The findings are presented in relation to research objectives, outlined in chapter one as follows:

- (i) To determine human resource management roles that contributes in the performance of NGOs in Tanzania.
- (ii) To assess whether there is great relationship between effective Human Resources Management and NGOs Sustainability in Tanzania.
- (iii) To determine the challenges that face NGOs in the performance management and Sustainability.

The research objectives were the guide of this study. The research as a whole shows that, Human resources management highly contributes in the performance and sustainability of Non-governmental organization. This research used mixed method approach whereas in some part the analysis follows the quantitative analysis and qualitative analysis. SPSS was use in the process of data analysis and the following is the data presentation and discussion on quantitative approach using SPSS package.

## 4.2 General Information of the Respondents

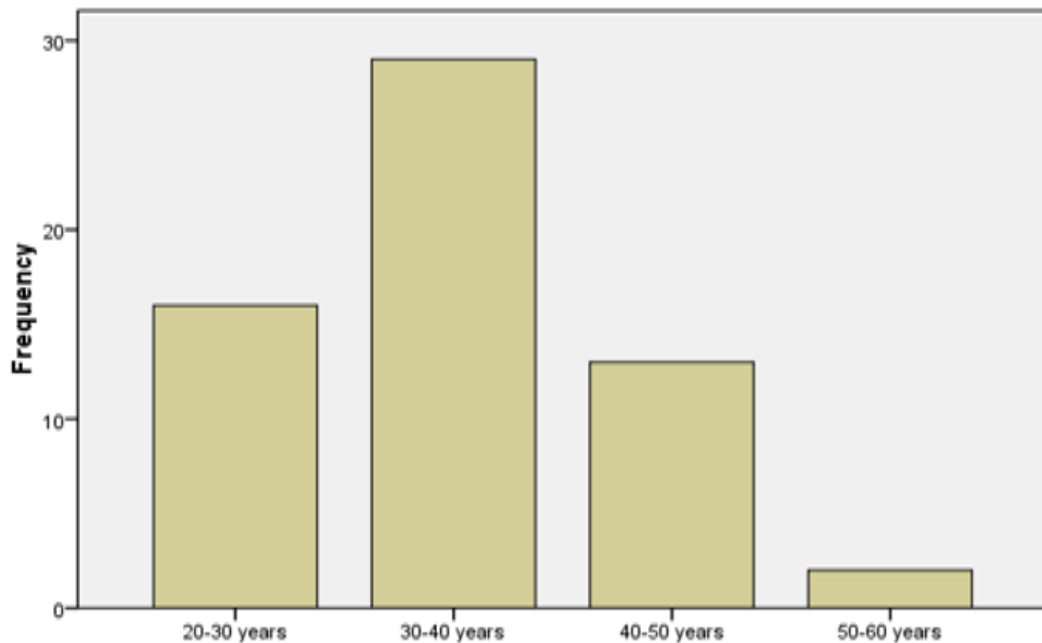
Respondents in this research are the employees from different cadres most specifically administrative, Human resources and Technical/Project staff randomly picked from Pathfinder International a total of 20 respondents, BBC Media Action a total of 20 respondents and MDH a total of 20 respondents which makes a sum of 60 as our total respondents. The respondents were interviewed basing on the category of being a project staff following on the above started category. The sample size of the research was a total of 60 respondents whereas all 60 participated fully to end process of collecting data. The subsequent Tables represent the general demographic information of the respondents. This Table 4.1 shows the age of respondents as part 2 of the questioner demanded the respondent to state or tick their age in the range category provided.

**Table 4.1: Age Category of the Respondents**

Age category		Frequency	Valid Percent
Valid	20-30 years	16	26.7
	30-40 years	29	48.3
	40-50 years	13	21.7
	50-60 years	2	3.3
	<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Field Data 2016

According to the data it shows that most of the respondents are aged 30 to 40 years old which also this reflects the capability of the respondents to express themselves better. The graph bellow simplifies the explanation in the Table 4.1.



**Figure 4.1: Age of Respondents**

Source: Field Data 2016

This Table 4.2 shows the sex of respondents as part 2 of the questioner demanded the respondent to state or tick their sex in the range category provided.

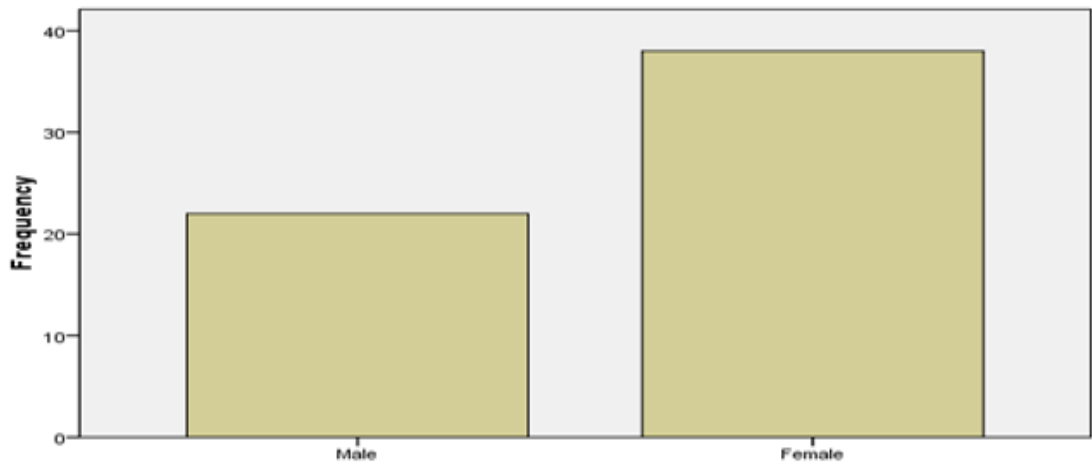
**Table 4.2: Sex Category of the Respondents**

Gender category		Frequency	Valid Percent
Valid	Male	22	36.7
	Female	38	63.3
	<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Field Data 2016

According to the Table 4.2 it shows that gender issues was considered in data collection as both female and males got equal opportunity to participate in the study.

The Figure 4.2 simplifies the understanding of the Table 4.2.



**Figure 4.2: Gender**

Source: Field Data 2016

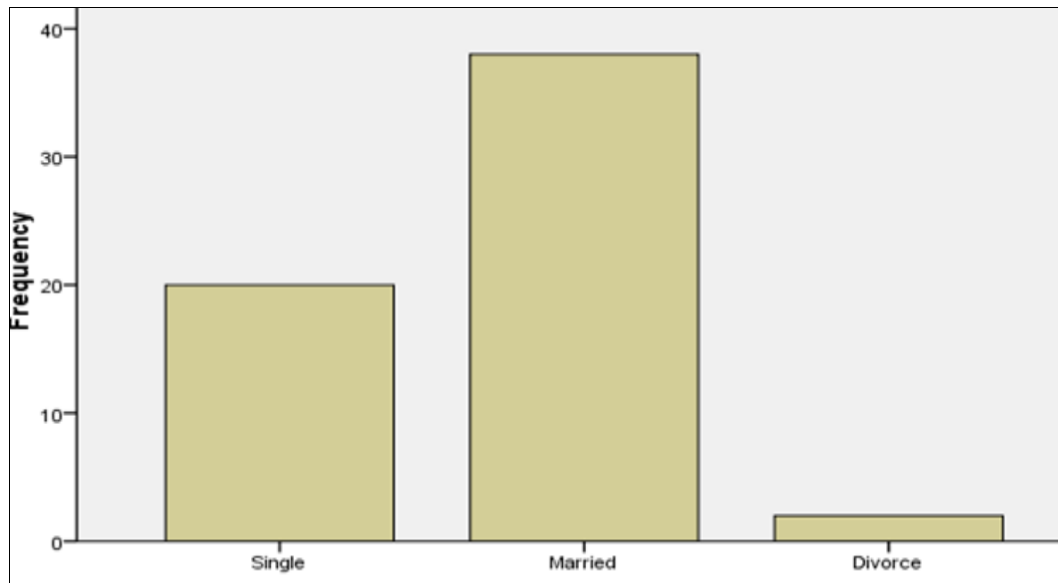
This Table 4.3 shows the marital status of respondents as part 2 of the questioner demanded the respondent to state or tick marital status in the range category provided.

**Table 4.3: Marital Category of the Respondents**

Marital category		Frequency	Valid Percent
Valid	Single	20	33.3
	Married	38	63.3
	Divorce	2	3.3
	<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Field Data 2016

According to the Table 4.3it shows that majority of the respondents are married and hence therefore they assume family responsibilities and they depend on their work to cover daily life expenses. The graph bellow simplifies the table above.



**Figure 4.3: Marital Status of the Respondents**

Source: Field Data 2016

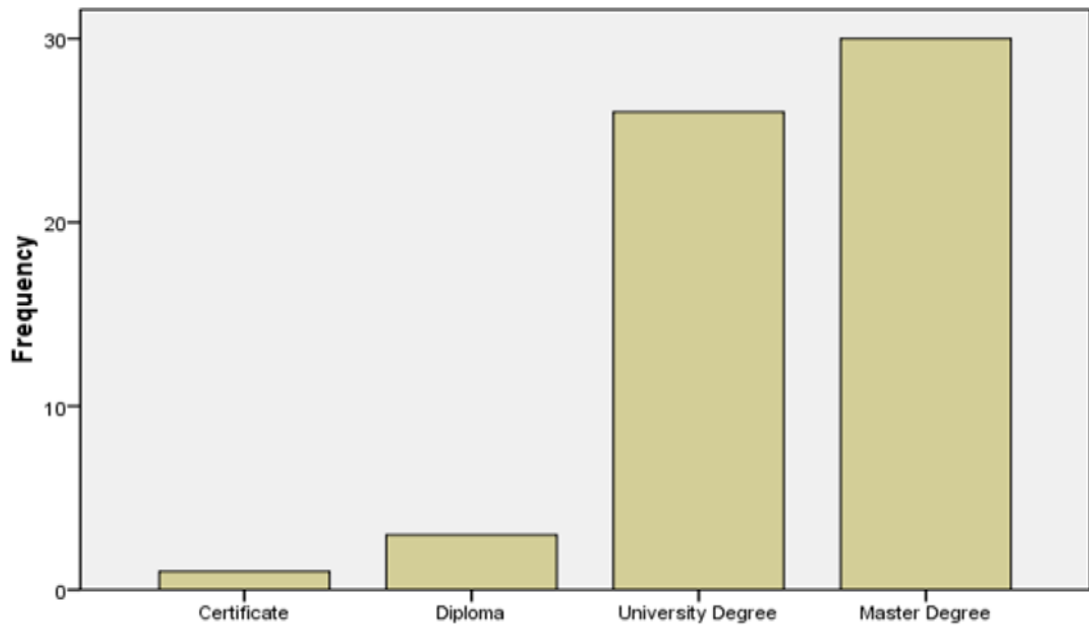
This Table 4.4 shows the academic qualification of respondents as part 2 of the questioner demanded the respondent to state or tick education qualification in the range category provided. This question intended to know the skills and knowledge that respondents hold.

**Table 4.4: Academic Qualification**

Education Level		Frequency	Valid Percent
Valid	Certificate	1	1.7
	Diploma	3	5.0
	University Degree	26	43.3
	Master Degree	30	50.0
	<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Field Data 2016

According to the Table 4.4 it shows that, most of the employees in the Non-Governmental organization are well skillfully and knowledgeable as majority of them hold degrees and master degrees. The graph bellow simplifies the understanding.



**Figure 4.4: Academic Qualification**

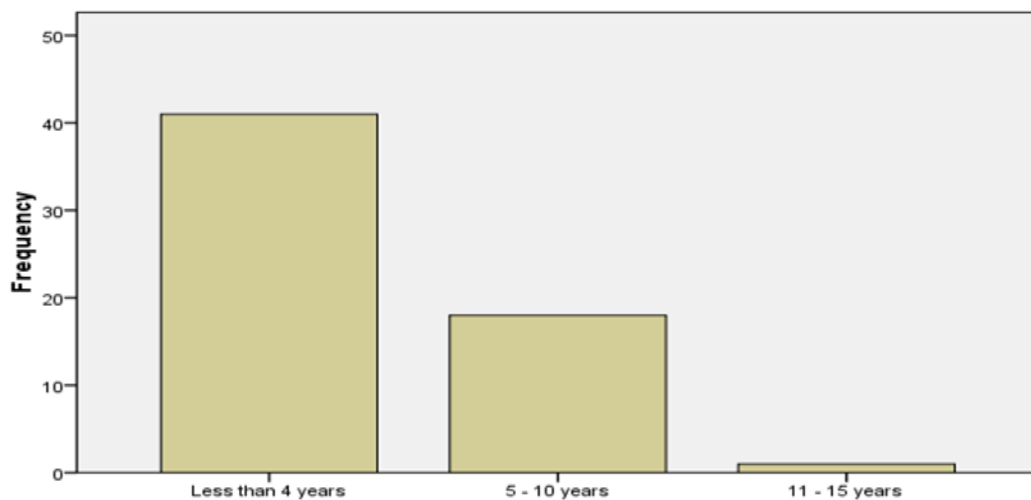
Source: Field Data 2016

**Table 4.5: Shows how long the Participant have been working with the Organization**

Time worked with organization		Frequency	Valid Percent
Valid	Less than 4 years	41	68.3
	5 - 10 years	18	30.0
	11 - 15 years	1	1.7
	<b>Total</b>	<b>60</b>	<b>100.0</b>

Source: Field Data 2016

According to the Table 4.5 it shows that majority of the respondents have been working with the targeted NGOs for less than four years of which this fact also symbolizes that majority of the respondents don't growth with the organization or there is no long life of employees in the NGOs, nevertheless, the question under this part intended to know the experience of employees with organization so as to know if they have enough ability to provide the trust worth information, the fact which was mate as some respondents have spend one to four year and other five to ten years with the organizations which is enough to provide adequate information for this study. The following Figure 4.5 simplifies the understanding of the Table 4.5.



**Figure 4.5: How Long you have been Working at the Organization**

Source: Field Data 2016

### **4.3 Discussion of Findings**

This part discusses the general findings of the study. The study intended to assess the contribution of Human Resources Management in the Performance and Sustainability of NGOs the case of selected organization of MDH, BBC Media Action and Pathfinder International, in Tanzania.

The findings in general has revealed that Human Resources Management plays a vital role in organization (NGOs) performance but when it comes to the issues of sustainability of the NGO`s to mean the existence of the said NGO`s or programs in the future it has been revealed that mostly depends on the availability of funds and the need factor for the existence of the said program.

Further, the study has clearly established the direct link between the HR functions towards the attaining of competitive advantage of the organization, which is the core factor in sustainability. All identified HR factors such as staff recruitment, training and development, performance evaluation, rewarding and motivation, succession planning and organization learning complements a successful organization performance. It is through this factor that the HR role is being measured with relations to organization performance and sustainability.

As seen the literature review in the study of (Mahan, et al; 1993) where in static environment higher levels of human resources should enable the firm to have productivity advantage relative to its competitors, this fact has also been revealed in this current study when assessing the first specific objective to see if HR core functions have a link to organization performance and sustainability especially in this competitive business world. Majority of the respondents ranging to 70% strongly agreed that HR roles or functions such as recruitment, training, employee development, performance management as well as formulating HR and other organization policies have contribution to organization (NGOs) performance. Example of employee high ability levels allows for diversifications towards effective



strategies for performing the required tasks and therefore increases productivity and thus effective performance.

The question that whether NGOs sustainability depend on Human Resources Management role is very clear answered by this paper in the sense that, Human Resources Management focusing on the Human resources roles play a vital role in any organization sustainability and performance but as the findings stipulates an overall of 80% of respondents agree in this sense that there in a big link of the two, though in NGOs since most operate depending on external fund and their target is not in profit generation therefore its sustainability to the future depended on more than Human Resources Roles such as availability of fund and the needs of particular services in the society.

## **CHAPTER FIVE**

### **SUMMARY, CONCLUSIONS AND RECOMMENDATIONS**

#### **5.1 Introduction**

This chapter presents the summary, conclusions and recommendations of the study on the contribution of human resources management in the performance and sustainability of nongovernmental organizations, the study focused on the findings are based on three selected case studies namely; MDH, BBC media action and Pathfinder International. Section one of this chapter gives a summary of the study, which includes the main basis, specific objectives, and literature review and research methods. Section two provides a summary of major findings and discussion. Section three presents the conclusions and section four provides the recommendations of the study as well as the agenda for further study.

#### **5.2 Summary of the Study**

The main objective of the study was to assess the contribution of Human Resources Management in the Performance and Sustainability of NGOs organization the case of selected organization of MDH, BBC Media action and Pathfinder international, in Tanzania. The study focused on this topic as the literature shows that there is a list of number of projects phasing out and NGOs without the sustainability of the intended goal. But most basically the study was conducted to attain the following specific objectives which after data collection and analysis the findings was blended as we will discuss later in this chapter.

- (i) To determine human resource management roles that contributes in the performance of NGOs in Tanzania.

- (ii) To assess whether there is great relationship between effective Human Resources Management and NGOs Sustainability in Tanzania.
- (iii) To determine the challenges that face NGOs in the performance management and Sustainability.
- (iv) To assess the impact of NGOs performance and sustainability in the surrounding community.

The study was guided by mainly one theory called *Resource-based theory of competitive advantage*. The theory of resource based theory guided the researcher in realizing the potential of the human resources in the contribution of Non-governmental organizations in its performance and sustainability. The Resource based theory (RBT) as it can be read in chapter two of this work believes that a firm as a coordinated bundle of resources which tackles the question of firms goal and strategic behavior.

The resources based view as a basis for competitive advantage of a firm believes in the application of a bundle of valuable tangible or intangible resources at the firms disposal (Resources are valuable when they enable a firm to enact strategies that improve efficiency and effectiveness, exploit market opportunities and neutralizes potential threats for the sustainability of the firm). The study findings were expected to be used by policy makers and implementers but most those dealing with nonprofit organizations such as NGOs, FBOs and CSO just to mention the few. Furthermore, the study formed a basis for further researches on Human resources principles and explicabilities in non-profit oriented organizations in Tanzania and other parts of the world.

The review of literature focused on the roles of Human resources in any organizations and also human resources roles as related to NGOs, also literature review was depicted in the angle of issues of organization sustainability and competitive advantages of the firm in the market. Then later the relationship between HRs roles and organization performance as well as organization sustainability was looked upon. Different studies have raised concerns on the applications of Human resources roles (motivations, human resources planning, personnel resourcing just to mention the few) in the contribution of Nongovernmental organizations performance and sustainability.

Although the issues or Human resources principles and roles contributes to the organizational performance and sustainability (in the light of NGOs) the need of fund was also a question that was posed in the sustainability of NGOs as many of the NGOs depend on the external funding. The former knowledge gap justifies the need for this study in propose to add value to the body of knowledge in the field.

The study employed a mixed method approach where both qualitative and quantitative method of data collection and analysis was used, knowledgeable by the multiple case study design. The purpose and stratified sampling techniques were used to obtain the respondents. The respondents in the study included 60 staffs from three selected organizations both cadres in the Human resources, technical departments, operations, and directors. Data was collected through the use of questioner, interviews, observation, and discussion with the above listed cadres. Analysis of quantitative data was analyzed using the application of SPSS (Scientific program for Social Science Research) while in qualitative data, notes taking, and voice recording of the interviews

was transcribed. Data were then coded by reading through the field notes and making comments. From themes, pattern, and categories were identified and described.

### **5.3 Conclusion**

This section presents general findings of the study in relation to research objectives.

#### **To determine human resource management roles that contributes in the performance of NGOs in Tanzania**

As per the respondent's response many of them show to agree that there is a link of the two (Human Resource Management and NGOs performance and sustainability). This notifies that in order for the organization to perform its activities better HR roles or activities are closely related to the project goals or activities. In the discussion with respondents it was asked to mention at least few of the activities they think would help, and majority of the respondent mentioned that, policies should well be stated and transmitted to Human Resource (people) well, motivation should be better (that includes contract terms and tem), NGOs should find source of internal fund though external fund will still be dominant, as well as transparency and priorities on the goal of the donor (fund should be used to help the beneficiaries, the setting of most NGOs tends to benefit the classified class of people(implementers) and at the end of the time sustainability fail as the beneficiaries do not benefit as was intended)

#### **To assess whether there is great relationship between effective Human Resources Management and NGOs Sustainability in Tanzania**

The findings of the study have revealed that there is great relationship between the effective human resources management, that is to mean strategic planning, personnel

resourcing, motivation, policy formulation, as well as compensation and other factors to the management performance, and sustainability of NGOs in Tanzania funded NGOs especially local NGOs. The statistics of the findings after collecting data from 60 respondents and analyzing them 82% of the respondents agree that human resources functions directly support organizational performance, whereas 52% of respondents agree that involvement of the human resources person is important in organizational sustainability.

**To determine the challenges that face NGOs in the performance management and Sustainability**

The findings of the study show that many organization NGOs especially the local NGOs face a number of challenges in archiving organizational sustainability. Majorly the research findings show that, depending on external fund, lack of implementation of well stated or written policies, organization lacking a measure for performance of human resources towards organization sustainability and lack of involvement of HR expertise as the donor requirement in setting the organizational structure in all issues of human resources management.

**To assess the impact of NGOs performance and sustainability in the surrounding community**

The findings of the study show that, lack of sustainability in the surrounding community pose the problems such as lack of employment as many people will lose their work, also beneficiaries will face the same problem which the donor intended to help, lack of fund since the donors will so no changes in the community as they

support for the eradication of the problems, and also the financial resources will be wasted.

#### **5.4 New Development in Knowledge**

This research aimed at adding to the existing body of knowledge on the contribution of Human Resources Management in the performance and sustainability of Non-organizational in Tanzania. The absence of well involvement of Human resources management (HR roles) in the implementation of NGOs in Tanzania in one way or another have contributed to the lack of sustainability of number of NGOs but also this factor cannot stand alone as the major factor is noted to be dependence of fund from external donor. The absence of the said factors has caused major problems in the existing industry of Non-governmental organizations especially the local NGOs such as the many projects phasing out before the donor fund to end, organization fail to prevail in the market (no sustainability). In the consequence, this study will contribute towards the generation of new knowledge on the contribution of Human resources management in the performance and sustainability of nongovernmental organizations. It will impose the better understanding of the issues related to human resources management that will also contribute to the performance and sustainability of nongovernmental organizations.

Purposely, such knowledge is expected to provide feedback to the agencies dealing with nongovernmental organizations especially the local NGOs, donors or funders of these local NGOs and Government at large so as the better procedure or undertakings may be put forward to resolve the matter at study as it will help many organizations to

sustain and projects to be sustainable in the community. Which in turn will bring about better and assured employment opportunities and the beneficiaries will benefit for the presence of these NGOs. 5.5. Recommendations. Regarding the research findings and conclusions of this study, several recommendations are made:

#### **5.5.1 Recommendation for Action**

- (i) For nongovernmental organizations to perform better in their daily activities the Human resources (roles) department should be active such as strategic planning, recruitment process be ethical and professionalism, motivation, safety of the employees, interpreting clear the policies to the employees, having clear labor relations and building a sense of ownership culture to the employees which will lastly bring sustainability of the organization. In that matter fact, nongovernmental organizations are hereby advised to have active HR departments especially local NGOs and have those department work to assist the organization perform better and sustain.
- (ii) Non –governmental organizations are mostly registered to help communities in eradication of social problems facing it. And they customary depends fund from donors to run their activities the fact which will remain to carry water, but that does not mean these nongovernmental organization to remain rigid in brainstorming and extending their own ways of raising fund which will later help in running administration cost and helping the communities. In that sense under this study would like to suggest/ recommend to the NGOs to have internal source of fund, which will ensure the sustainability of the organizational.



- (iii) Human Resources are the core point of any successful organization. Therefore, nongovernmental organization should use HR departments to effectively utilize human resources (people) in bringing the organization performance and sustainability. Also the organizations should have a clear measure for performance and sustainability of organization.

### **5.5.2 Recommendations for Further Studies**

Arising from the research findings, the following could be considered as future researchable area:

- (i) This study focused on the contribution of human resources to the performance and sustainability of nongovernmental organizations in Tanzania. I recommend further studies should be conducted to assess the factors affecting job satisfaction in Non-governmental organization.
- (ii) For comparative purpose, a more comprehensive study can be conducted for comparison of level of job satisfaction nongovernmental organizations and public organizations to see the difference between the two and reduce the gap among the two.
- (iii) This study assessed the cadres of three NGOs namely, MDH, BBC media group and Pathfinder international where we cannot stand and generalize the data to the entire population or all the geographical area of Tanzania; other studies should be conducted to assess other cadre of NGOs in other areas other than Dar es salaam in Tanzania, and East African Continent.

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## APPENDIX

### Appendix I: Questionnaire

#### Part 1: Introduction

Dear respondent, my name is Ms. Peniela Wilson, a Master of Business Administration student at the Open University of Tanzania. I am carrying out a research on “*The role of Human resources in organization sustainability*” as part of the requirement for the award. You were sampled as a person suitable to provide the information required. I request you to spare part of your valuable time to fill this questionnaire. The information you provide will be treated ethically with the degree of anonymity and confidentiality it deserves. Should you require any further information you can contact me through mobile number +255 746081166 or email address: penielawilson@gmail.com.

#### Part 2: Questionnaires- Personal information.

1. Your age (please tick the appropriate answer)

- a. 20-30 years (    )    30-40 years (    )    40-50 years (    )  
 b. 50-60 years (    )    60 + (    )

2. Gender (please tick the relevant answer)

- a. Male (    )    Female (    )

3. Marital Status (circle the relevant answer)

- a. Single    b. Married    c. Divorced/Divorcee    d. Widow/widower

## 4. Academic qualifications (please tick the relevant answer)

- a. Certificate ( ) b. Diploma ( ) c. University degree ( )
- b. Master's degree ( ) d. Doctorate and above ( )

## 5. How long have been working at this organization? (circle the relevant answer)

- a. Less than 4 years ( ) b. 5-10 years ( )
- c. 11- 15 years ( ) d. Above 15 years ( )

## Part 3: Challenges in organization sustainability

On the scale from 1 to 5 rate the following statements with relation to organization sustainability challenges. (1= very low, 2 = low, 3= moderate, 4= high, 5 = very high)

(Tick the appropriate box that represents your views)

S/N	Issues	1	2	3	4	5
1	How do you measure the level of awareness to employees with regards to sustainability?					
2	How often does your organization discuss sustainability issues with its staff?					
3	How do you rate the relation between organization mission and vision towards sustainability?					
4	How is the link of organization strategies towards its sustainability?					
5	How do you establish a measurement of the set procedures which are directly related to organization sustainability?					

## Part 4: The role of Human resources towards organization sustainability

On the scale from 1 - 5 (1= strongly disagree, 2 = disagree, 3= neither agree nor disagree, 4= agree, 5 = strongly agree) express the extent to which you agree/disagree with the following statements in relation to the functions of the Human resources in your organization.

(Tick the appropriate box that represents your views)

S/N	Issues	1	2	3	4	5
1	The role of HR in your organisation is well known to everyone.					
2	There is clear link of activities between the HR and other project/program activities					
3	HR practices directly affects the organisation mission and vision.					
4	Your organisation has a clear measure for the performance of Human resource department towards organization sustainability.					
5	There is a clearly defined involvement of the HR in response to donor requirements from proposal to project implementation.					

Part 5: The relationship between the role of Human resources and organization sustainability

On the scale from 1 to 5 rate the following statements relating the role of HR towards organization performance. (1= strongly disagree, 2 = disagree, 3= neither agree nor disagree, 4= agree, 5 = strongly agree)

(Tick the appropriate box that represents your views)

S/N	Issues	1	2	3	4	5
1	Do the core HR functions directly support organization performance?					
2	Can you clearly identify the involvement of HR persons towards organization sustainability?					
3	Are the employees interests considered in the process of achieving sustainability?					
4	Are there any HR derived programs that can shift the organization climate to valuing sustainability?					
5	Is there an established direct link between employee and organization performance.					

*Thank you for dedicating your time in filling this questionnaire. Your opinions are highly valued.*